

STRATEGIC PLAN

FOR

Knife River Indian Villages National Historic Site

OCTOBER 1, 2001 – SEPTEMBER 30, 2005

Fiscal Years 2001-2005
Strategic Plan

for

Knife River Indian Villages
National Historic Site

Approved: <u>Lisa E. Eckert</u>	<u>June 1, 2000</u>
Superintendent	Date

TABLE OF CONTENTS

Approval page.....	i
Table of Contents.....	ii
Preface.....	iv
Government Performance and Results Act of 1993 (GPRA).....	iv
About this plan.....	vi
Introduction.....	1
About the park.....	1
I. Mission.....	2
Legislative Intent.....	2
Purpose.....	2
Significance.....	2
Mission Statement.....	2
Mission Goals.....	3
Goal Category I: Preserve Park Resources.....	3
Mission Goal Ia.....	3
Mission Goal Ib.....	3
Goal Category II: Provide for Public Enjoyment and Visitor Experience.....	3
Mission Goal IIa.....	4
Mission Goal IIb.....	4
Goal Category III: Legislated Partnerships.....	4
Goal Category IV: Ensure Organizational Effectiveness.....	5
Mission Goal IVa.....	5
Mission Goal IVb.....	5
II. Long-term Goals.....	5
List of Long-term Goals.....	5
Goals Explanations.....	6
Ia0 - Wildland Fire.....	6
Ia1A - Disturbed Lands.....	6
Ia1B - Exotic Plant Species.....	6
Ia4 - Water Quality.....	6
Ia5 - Historic Studies.....	6
Ia6 - Museum Collections.....	6
Ia7 - Cultural Landscapes.....	6
Ia8 - Archeological Sites.....	6

Ib2B - Cultural Landscape Inventory.....	6
Ib2D - Museum Collections.....	6
Ib3 - Vital Signs.....	6
IIa1 - Visitor Satisfaction.....	7
IIa2 - Visitor Safety.....	7
IIb1 - Visitor Understanding and Appreciation.....	7
IVa3A -Workforce Development and Performance.....	7
IVa4A - Underrepresented Groups in Permanent Workforce.....	7
IVa4B - Women and Minorities in Temporary and Seasonal Workforce.....	7
IVa4C - Individuals with Disabilities in the Permanent Workforce.....	7
IVa4D - Individuals with Disabilities in the Temporary and Seasonal Workforce.....	7
IVa5 - Employee Housing.....	8
IVa6A - Employee Safety Lost-time Injury Rate.....	8
IVa6B - Employee Safety Continuation of Pay Hours.....	8
IVb1 - Volunteer Hours.....	8
IVb2B - Friends Groups and Other Organizations.....	8
IVb2C - Cooperating Associations.....	8
III. How Goals Will Be Accomplished.....	24
IV. Key External Factors.....	25
V. Program Evaluation Methodology and Schedule for Future Evaluations.....	26
VI. Consultation.....	27
VII. Strategic Plan Preparers.....	27
Appendix A – Long-term Goals Displayed in Multi-Year Annual Increments.....	28
Appendix B - Organizational Chart.....	29

PREFACE

This *Strategic Plan* was written to fulfill the requirements of the Government Performance and Results Act. Following is a brief overview of that law, passed by the U.S. Congress in 1993.

It should be noted, however, that the *Strategic Plan* is much more than just a response to legislative mandate. The law was a catalyst that caused the park staff to reexamine its fundamental mission and to take a fresh, longer range view, in concrete terms, of what results or outcomes it needed to achieve to more effectively and efficiently accomplish that mission. It caused us to reexamine the present condition of the natural and cultural resources in our care, the current status of our visitor services, and the existing fiscal, human, and other resources at our command to do our job. It pushed our sights above the usual daily focus on activities and products to take in the bigger picture of where we are and where we need to be. It encouraged us to think and plan in new ways. The results will be better planning, better management, and better communication with all of our constituencies and stakeholders, as well as amongst ourselves, about where we are, where we need to be, and how we are going to get there.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the “*performance management revolution*” already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* ensures that daily actions and expenditures of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization’s primary mission, followed by performance measurement and evaluation. Importantly, the goals are quantifiable and measurable results or outcomes, rather than efforts or outputs (activities, services, products). The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, “Isn’t that what everyone is already doing?” In fact, most federal agencies have not traditionally done business this way. They have been funded and conducted their business by activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. **Strategic Plan** of no less than five years duration, reviewed and revised every three years, and containing:
 - mission statement based in law, executive order, etc.;
 - long-term goals, which are objective, quantified, and measurable, to accomplish mission;
 - how goals will be accomplished, an adequate explanation including "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
 - relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
 - key external factors which could positively or negatively affect goal accomplishment; and
 - program evaluation methodology, a description of how mission and goals were arrived at and a schedule for future program evaluations.
 - GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
 - developed by federal employees (versus contractors, etc.).
2. **Annual Performance Plan** tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:
 - annual goals to incrementally achieve long-term goals in Strategic Plan;
 - annual work plan, i.e. explanation of how annual goals will be accomplished – "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals....;" and
 - basis for measuring results – "...provide a basis for comparing actual program results with the established performance goals...." and "...describe the means to be used to verify and validate measured values."
3. **Annual Performance Report** reviewing each year's successes and failures and identifying areas where activities or goals need to be revised in the future, addressing:
 - what annual goals were met or exceeded;
 - what annual goals were not met;
 - why annual goals were not met; and
 - what remedial action will be taken for goals not met.

Importantly, GPRA mandates that long-term and annual goals be **results or outcomes** rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, progress on mission accomplishment assessed, and managers and employees held accountable.

While the National Park Service has long been a mission-oriented organization, it has also had a long tradition of planning, managing, and budgeting by activity, problem solving and issue resolution. Its response to GPRA requirements will help it focus on accomplishing mission through establishing long-term and annual goals, allocating resources to those goals, and measuring and reporting results.

About This Plan

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own unique GPRA implementation process. Using this process, the NPS methodically developed its first “servicewide” *Strategic Plan* and submitted it on September 30, 1997. That plan was revised and published electronically on January 15, 2000. A copy of revised plan is available for review at Knife River Indian Villages National Historic Site park headquarters. It is also available on the Internet at <http://www.nps.gov>.

The NPS manages the National Park System, which consists of over 375 units located in nearly every state and territory of the nation. Thus the NPS is fundamentally a field-based, resource preservation and visitor service organization, where results or outcomes actually occur in the parks rather than Washington headquarters. In addition, the NPS has legislated partnership responsibilities, carried out by central offices throughout the country, to provide technical assistance and grant funding to other non-federal preservation entities. Therefore, as part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. The National Park Management Omnibus Act of 1998 codified into law that all field units of the National Park System would write Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act.

The local plans address the long-term goals in the “servicewide” plan that are appropriate to the individual units as parts of the overall National Park System, NPS, and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans, then, are a blend of national and local missions and goals.

This *Strategic Plan* for Knife River Indian Villages follows this pattern. It is a five-year plan covering fiscal years 2001 through 2005. It consists of a mission statement born out of the NPS organic act as well as the specific legislation establishing this park. It contains mission goals, closely paralleling the “servicewide” mission goals, that illustrate in broad brushstroke what we do far beyond just five years – “in perpetuity” - to accomplish our stated mission. It then contains long-term goals, which target in quantified, measurable ways what we will accomplish in the next five years toward achieving our overall mission goals and mission. The long-term goals address both appropriate “servicewide” goals as well as park-specific outcomes. The goal numbering protocol follows that of the “servicewide” plan with park-specific suffixes. Since not all servicewide goals apply to Knife River Indian Villages, some numbers are skipped. In addition, there are numbers containing 0’s which are not in the servicewide plan and indicate park-specific goals.

Following the simple goal listing, each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished.

After these goal explanations, the plan contains a general section on “How Goals will be Accomplished” which briefly sketches the park’s organization, staffing, fiscal, infrastructure, and other resources available to achieve the plan’s long-term goals. This is followed in turn by brief discussion of “Key External” factors over which park staff may have influence but not control, and which could positively or negatively affect goal achievement.

Finally, there is a brief discussion of how the contents of the plan were arrived at, and a listing of those who were consulted in the development of the plan.

It should be noted that the goals in this plan are generally predicated on “flat budgets” for the next five years. Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, etc.) were “reasonably assured,” they too were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards and storytellers protecting the priceless natural and cultural resources - defining America’s heritage - which are in our care if we did not duly note that we sincerely believe we are under-funded and under-staffed to fully achieve our important mission and goals. On the other hand, we also recognize that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Strategic Plan* and its companion documents to better plan, manage, and communicate how - and how well - we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Each year that the *Strategic Plan* is in effect, beginning with fiscal year 2001 (October, 2000) there will be a companion *Annual Performance Plan* which shows in annual goals, that year’s targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an *Annual Performance Report* discussing actual achievement of the prior year’s annual goals and progress on long-term goals.

Additional copies of the *Knife River Indian Villages Strategic Plan* are available at park headquarters located ½ mile north of Stanton, ND 58571. Questions and comments are welcome and encouraged and can be addressed to the Superintendent at the above address. As they are written and approved, copies of the current year’s *Annual Performance Plan* and *Annual Performance Report* will also be available on request, with questions and comments equally welcome.

INTRODUCTION

About the Park

This five-year *Strategic Plan* has been written for Knife River Indian Villages, one of over 375 units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior.

The National Park System preserves outstanding representatives of the best of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. Along with similar resources of local, state, tribal, and national significance administered by other public and private organizations and supported by National Park Service technical assistance and grant funding support, Knife River Indian Villages is a vital part of America's national system of parks and other preserved resources. The National Park Service not only directly and indirectly preserves these myriad national treasures, it also makes them available to millions of visitors from throughout the country and the world every year.

Knife River Indian Villages was established by Act of Congress, in 1974. It is located in central North Dakota, at the confluence of the Knife and Missouri Rivers. Containing 1,758 acres, ***the park was established to preserve certain historic and archaeological remnants of the culture and agricultural lifestyle of the Northern Plains Indians***, in perpetuity, and makes this a valuable part of America's heritage. Annual park visitation is increasing (FY99 is 37% higher than FY98) as visitors seek frontier experiences and follow the Lewis and Clark National Historic Trail. Knife River Indian Villages protects three Hidatsa village sites; members of the Lewis and Clark Expedition met their legendary guide, Sakakawea, at one of these villages in 1804. The park is available to over 30,000 visitors each year for their experience, enjoyment, understanding, and appreciation of a significant part of our nation's history.

I. MISSION of the National Park Service at Knife River Indian Villages.

Public Law 93-486, passed on October 26, 1974, authorized establishment of the Knife River Indian Villages National Historic Site. The site tells the story of the Northern Plains Indian, their agriculture and culture.

The three villages are among the best surviving examples of aboriginal villages in the Missouri Valley ecosystem of the northern Great Plains. They are also the best surviving examples of the ethnohistorical Hidatsa earthlodge and village patterns. The inhabitants of the Knife River Villages engaged in intertribal trading as well as in trading with Euro-American fur traders. They were visited frequently by Lewis and Clark during the winter of 1804-05. The Sakakawea Site is so named because historical evidence indicates that it was here that Lewis and Clark contacted Sakakawea (Sacagewea) and her husband, Toussaint Charbonneau. Reports of subsequent visits by Alexander Henry, John Bradbury, George Catlin, Karl Bodmer, Prince Maximilian, and other famous travelers document the events of these villages.

The park contains 58 archaeological sites and is one of the few NPS areas in which an intensive parkwide archaeological survey (surface) has been completed. With the park's establishment, so too was the authorization of the entire park listed on the National Register of Historic Places. Prior to the park's establishment, Big Hidatsa Village had been designated a National Historic Landmark in 1964 and included on the National Register of Historic Places two years later, in 1966.

Legislative Intent

The law creating Knife River Indian Villages NHS mandated the National Park Service to:

-preserve and protect some of the few remaining and best preserved examples of earthlodge villages in the Northern Great Plains.

-study and interpret these important archaeological sites and significance of where aspects of the Hidatsa and Mandan Indian culture and agriculture developed; properly study, develop and interpret the area for the visiting public.

Purpose

Therefore, the purpose of Knife River Indian Villages NHS is to protect and preserve the archaeological resources, to study and interpret the lives of the Northern Plains Indians for posterity and for the visiting public.

Significance

Knife River Indian Villages contains some of the few remaining and best preserved examples of earthlodge villages in the Northern Great Plains. The park's cultural landscape is in a relatively unspoiled condition, enhancing the visitor experience with a natural setting that includes native prairie and bottomland forest.

Mission Statement

The mission of Knife River Indian Villages is to tell the story of the lifeways of the Northern Plain Indians. Specifically, the story centers around the Hidatsa and Mandan, and that their culture is very much alive today at Fort Berthold Indian Reservation where members of the Three Affiliated Tribes reside (Mandan, Hidatsa and Arikara)

Mission Goals

Knife River Indian Villages NHS mission is accomplished through pursuit of the following broad, “in perpetuity” mission goals:

Goal Category I: Preserve Knife River Indian Villages NHS Resources:

Goal Category I goals reflect the NPS Organic Act mandates “to conserve the scenery and the natural and historic objects and the wildlife therein.” Subsequent legislation reinforced and expanded this authority. All NPS goals on natural and cultural resource preservation in parks and the acquisition of knowledge from and about the resources are included here.

Mission Goal Ia: Natural and cultural resources and associated values at Knife River Indian Villages NHS are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

This mission goal encompasses both natural and cultural resources and includes the concepts of biological and cultural diversity. Broader ecosystem and cultural context includes both natural systems and cultural systems that extend beyond park units to nearby lands. Park cultural context refers to ensuring that park resources are preserved and interpreted in relationship to other historical events or cultural processes. Special international designations, such as World Heritage Sites and Biosphere Reserves, are also part of the broader cultural and/or ecological context.

Mission Goal Ib: The National Park Service at Knife River Indian Villages NHS contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

The National Park Service contributes to knowledge about natural and cultural resources and their associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

The NPS has fundamental information needs for making decisions about managing parks’ natural and cultural resources. The NPS also contributes to scholarly and scientific research. Parks must routinely use scholarly and scientific research and must consult with park-associated communities. Park resource or documentary research based decision making is included here.

Goal Category II: Provide for the Public Use and Enjoyment and Visitor Experience of Knife River Indian Villages NHS:

The mission goals and long-term goals in Goal Category II reflect the NPS Organic Act's mandate “to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.” All NPS goals for visitor satisfaction, enjoyment, safety, appreciation, understanding, and educational programs are included here.

Mission Goal IIa: Visitors to Knife River Indian Villages NHS safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

Every visitor should safely enjoy parks and their resources. Such enjoyment and safety are affected by the quality of park programs, facilities, and services, whether provided by the NPS, a concessionaire, or a contractor. Availability of park facilities, services, and recreational opportunities refers to locations and scheduling that fit visitors' needs. These also play an important role in the overall satisfaction of visitors.

Diversity of facilities and services refers to a range of appropriate accommodations and recreational opportunities (at various prices and levels of expertise and interest) for park visitors. Quality of facilities and services refers to well-presented, knowledge-based orientation, interpretation, and educational programs. Appropriate recreational opportunities are consistent with a park's purpose and management and are not harmful to resources or park visitors.

Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of Knife River Indian Villages NHS and its resources for this and future generations.

Visitor understanding reflects quality experiences, from enjoying the park and its resources to understanding why the park exists and the significance of its resources. Showing the value of parks to today's visitors helps ensure that parks and their resources will be available for the enjoyment of future generations.

Support for parks also comes through recognition by international designations such as World Heritage Site and Biosphere Reserve. NPS formal educational programs provide better understanding and appreciating parks and their resources.

Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners:

This mission goal refers primarily to the legislated NPS partnership programs and is accomplished by central offices rather than parks.

Working with its partners, the NPS manages many preservation and recreation programs. These programs protect resources such as properties listed on the National Register of Historic Places, Wild and Scenic Rivers, National Trails, National Historic Landmarks, National Natural Landmarks, and heritage and recreation areas. Generally outside boundaries of national park units and not directly managed by the NPS, these legislated formal partnership programs receive NPS support through federal funding, incentives and technical assistance.

Goal Category III goals relate to the partnership programs legislated under the National Historic Preservation Act, the Historic Sites Act, the Land and Water Conservation Fund Act, the Wild and Scenic Rivers Act, and others. These programs in historic preservation, conservation, and recreation help the NPS fulfill its mission.

Goal Category IV: Ensure Organizational Effectiveness of Knife River Indian Villages NHS:

To be a successful organization, the NPS must be effective and efficient by managing its financial and human resources. The NPS must have systems and programs that support its employee, volunteers, and partners. It must find ways to increase its financial and human resources. Category IV goals support the NPS mission by improving its organizational effectiveness. These goals measure workplace standards, such as diversity and competency levels, as well as program execution efficiencies, such as the accuracy of construction cost estimates.

Mission Goal IVa: The National Park Service at Knife River Indian Villages NHS uses current management practices, systems, and technologies to accomplish its mission.

To become more responsive, efficient, and accountable, the NPS must integrate its planning, management, accounting, reporting, and other information resource systems. Integrating or interfacing these systems provides better communication among the park units, central offices, and program centers. The NPS will improve its environmental leadership, workforce diversity, employee safety, employee housing, and employee performance standards.

Mission Goal IVb: The National Park Service at Knife River Indian Villages NHS increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

The NPS will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include non-government organizations such as Friends Groups, foundations, cooperating associations, and concessioners, as well as federal, state, and local government organizations.

II. LONG-TERM GOALS

During the next five years – fiscal years 2001 through 2005 – the National Park Service will achieve the following specific long-term goals in pursuit of its mission and mission goals at Knife River Indian Villages NHS. These long-term goals are objective, quantified, and measurable. Due dates, performance indicators, performance target numbers, desired condition, and baselines, as appropriate, are imbedded in each goal statement in order to avoid separate long lists of performance measures. Each long-term goal is listed in the context of the mission goal it is targeting to achieve. Following this simple listing, each mission and long-term goal is repeated in the context of background or explanatory information beginning on page 8.

Long-term Goal Listing

Goal Category I: Preserve Knife River Indian Villages NHS Resources

Mission Goal Ia: Natural and cultural resources and associated values at Knife River Indian Villages NHS are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ia0-KNRI Wildland Fire: By September 30, 2005, natural fire regimes are restored to 750 (50%) of 1500 potential acres restored to native prairie and woodland (condition of pre-European contact) as prescribed by the 1990 Fire Management Plan.

Ia1B-KNRI Exotic Species: By September 30, 2005, 300 acres (75%) of priority targeted noxious and exotic infested park lands (400 acres) are contained (1997 NRMAP for treatment).

Ia6-KNRI Museum Collections: By September 30, 2005, 100% of preservation and protection conditions in park museum collections - identified in the National Park Service Automated Checklist Program (ACP) in 1997 - collection meet professional standards.

Ia7-KNRI Cultural Landscapes: By September 30, 2005, 100% of Knife River Indian Villages NHS cultural landscapes, listed on the National Park Service Cultural Landscapes Inventory (CLI) as of 1999, with condition information are in good condition.

Ia8-KNRI Archeological Sites: By September 30, 2005, 100% of Knife River Indian Villages' 58 archaeological sites, listed on the National Park Service Archeological Sites Management Information System (ASMIS) as of 1997, are monitored and maintained in good condition.

Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Knife River Indian Villages NHS

Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of Knife River Indian Villages NHS facilities, services, and appropriate recreational opportunities.

IIa1-KNRI Visitor Satisfaction: By September 30, 2005, 95% of Knife River Indian Villages NHS visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

IIa2-KNRI Visitor Safety: By September 30, 2005, the visitor accident/incident rate at Knife River Indian Villages NHS will be maintained at the zero accident level.

Mission Goal IIb: Knife River Indian Villages NHS visitors, and the general public, understand and appreciate the preservation of the park and its resources for this and future generations.

IIb1-KNRI Visitor Understanding: By September 30, 2005, 95% of Knife River Indian Villages NHS visitors understand one of the five statements of significance related to the park.

Category IV: Ensure Organizational Effectiveness at Knife River Indian Villages NHS

Mission Goal IVa: The National Park Service at Knife River Indian Villages NHS uses current management practices, systems, and technologies to accomplish its mission.

IVa2-KNRI Employee Competencies: By September 30, 2005, 100% of KNRI employees within the 16 key occupational groups have essential competency needs identified for their positions.

IVa3-KNRI Workforce Development and Performance: By September 30, 2005, 100% of Knife River Indian Villages NHS permanent and term employee performance standards are linked to appropriate strategic and annual performance goals.

IVa4A-KNRI Underrepresented Groups in the Permanent Workforce: By September 30, 2005, the number of Knife River Indian Villages 7 permanent positions in 3 targeted occupational series filled by minorities and women, is increased from one in 1997 to 3.

IVa4B-KNRI Women and Minorities in the Temporary and Seasonal Workforce: By September 30, 2005, the total number of Knife River Indian Villages temporary/seasonal positions annually filled by minorities and women, is increased from 2 in 1997 to 3. (33% increase)

IVa4C-KNRI Individuals with Disabilities in the Permanent Workforce: By September 30, 2005, the number of Knife River Indian Villages permanent positions filled by employees with disabilities is increased from 0 in FY99 to 1. (100% increase)

IVa4D-KNRI Individuals with Disabilities in the Temporary and Seasonal Workforce: By September 30, 2005, the total number of Knife River Indian Villages temporary/seasonal positions annually filled by employees with disabilities is increased from 0 in FY 1999 to 1 (100% increase).

IVa6A-KNRI Employee Safety Lost Time Injury Rate: By September 30, 2005, the employee lost time injury rate at Knife River Indian Villages NHS is maintained no higher than its FY1992-FY1996 annual average of 0 (zero) per 100 FTE.

IVa6B-KNRI Employee Safety Continuation of Pay Hours: By September 30, 2005, the cost of Continuation of Pay for employees off work due to lost time injuries at Knife River Indian Villages NHS is maintained at the FY92-FY96 annual average of \$00.

Mission Goal IVb: The National Park Service at Knife River Indian Villages increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

IVb1-KNRI Volunteers: By September 30, 2005, the number of volunteer hours donated to Knife River Indian Villages NHS is increased from 2090 hours in 1999 to 4000 hours.

IVb2B-KNRI Friends Groups and Other Organizations: By September 30, 2005, the cash value of donations and grants to Knife River Indian Villages NHS from the Knife River Indian Heritage Foundation and other non-profit organization(s) is increased from \$00 in 1999 to \$2,000.

IVb2C-KNRI Cooperating Associations: By September 30, 2005, the cash value of donations to Knife River Indian Villages NHS from Theodore Roosevelt Nature and History Association is increased from \$5500 in 1999 to \$8250 (a 33% increase).

Goal Explanations

Goal Category I: Preserve Park Resources

The mission goals and long-term goals in Goal Category I are inclusive of the mandates in Knife River Indian Villages' authorizing legislation and the NPS Organic Act "to conserve the scenery and the natural and historic objects and the wild life therein...." Subsequent legislation reinforced and expanded these mandates. All goals that pertain to resource preservation and the acquisition of knowledge from and about the resources to meet this mandate are appropriate to this category.

Mission Goal Ia: Natural and cultural resources and associated values of Knife River Indian Villages NHS are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

This goal includes the concepts of biological and cultural diversity. Broader ecosystem and cultural context includes both natural systems and cultural systems that extend beyond the park to nearby lands. Cultural context refers to ensuring that park resources are preserved and interpreted in relationship to other historical events or cultural processes

Long-term goals related to this mission goal include the protection, restoration, or maintenance of ecosystems, archeological and ethnographic resources, historic structures and objects, and research collections – all of which are relevant to the purpose and/or significance of Knife River Indian Villages NHS. Long-term goals that deal with threats to natural or cultural resources and scenic grandeur also relate to this mission goal, as do goals that seek cooperation with neighboring land managers and that promote ecosystem management.

Long-term Goals Addressing Mission Goal Ia

Ia0-KNRI Wildland Fire: By September 30, 2005, the natural process of fire is restored to 750 acres of disturbed lands (or 50% of 1500 acres) of Knife River Indian Villages' prairie and woodland ecosystems as prescribed by the 1999 Fire Management Plan.

- Native prairie grasses evolved under conditions including being burned on a periodic basis. With the settlement of this area, natural fires were reduced due to many factors. Farming crops limit the area of natural fires, as do roads. Active suppression of fires prevents them from burning large areas as they did in the past. Now, only fires under the most extreme conditions burn large areas, and fires such as these are the most catastrophic.
- Our goal is to replicate the natural ecological processes as much as possible, under controlled circumstances. To accomplish this, an Environmental Assessment was completed to document the effects that a fire management program will have on park resources. Following the Environmental Assessment, a Fire Management Plan was prepared (Section XVIII-Appendix, Part D). The Fire Management Plan documents methods for reintroducing fire to the park ecosystem.
- The Park goal is to implement a third prescribed burn in 2000 as according to the plan.
- Park staff and personnel from other parks and neighboring state and federal agencies will conduct prescribed burns.

Ia1B-KNRI Exotic Species: By September 30, 2005, exotic plants are contained on 300 (75%) of 400 acres of Knife River Indian Villages NHS lands impacted as of 1997.

- An estimated 300 acres are infested with exotic plant species such as leafy spurge, Canada thistle, wormwood, and Russian olive. Infestations will be considered contained if the targeted species are eliminated or population densities are reduced to in-house IPM control levels (less than 50 total acres).
- Park goal is to control 50 acres of noxious exotic species yearly. IPM controls include biological (primarily flea beetles), spraying herbicides, mechanical reduction, and prescribed burning. The entire park is monitored throughout the growing season to ensure that new infestations are controlled before spreading.
- Workload is completed by park staff.

Ia6-KNRI Museum Collections: By September 30, 2005, 100% of preservation and protection conditions - identified in the 1997 National Park Service Automated Checklist Program (ACP) - meet professional standards. The museum collection is stored at the park.

Park museum collection includes objects such as prehistoric Indian artifacts, ceramics, glass, nails, paper, photos, and leather items. The preservation and protection of these museum collections is essential to the park mission. The environmental, security and fire protection conditions necessary to preserve and protect museum objects are identified in the park Checklist for Preservation and Protection of Museum Collections. Corrected deficiencies are tracked annually.

As of 1998, 95% (119 of 125) of the standards on the checklist were met at Knife River Indian Villages NHS. The park goal is to correct six deficiencies by September 2002. Most deficiencies will be addressed by an interpreter who has curation as a collateral duty. The Collection Management Plan will require a specialist to write the plan. The physical deficiencies in the storage areas require improvements to buildings to add alarms or move plumbing. Additional storage areas are needed to move non-museum items from museum storage areas.

Ia7-KNRI Cultural Landscapes: By September 30, 2005, 100% of Knife River Indian Villages NHS's cultural landscapes, listed on the National Park Service Cultural Landscapes Inventory (CLI) as of 1999, are in good condition.

Cultural landscapes are large rural tracts covering several thousand acres, and include both fields and forest, and a varied topography. Cultural landscapes provide the physical environment associated with historical events and reveal aspects of our country's origins and development through their form, features and use. They also illustrate the relationships among cultural and natural resources in a park.

The CLI is an evaluated inventory of all park landscapes having historical significance. A level 0 evaluation is the first step in determining what will be included in the Cultural Landscapes Inventory. A level one and two evaluation are required to accurately estimate the workload to maintain the cultural landscape.

During 1999, the Midwest Region did an in-house review to check content and make any revisions of the level 0 inventory. A complete CLI for the park was finished in December, 1999. The KNRI "parent" landscape and its four "component" landscapes are at the level one and two conditions.

The entire park was listed as an archaeological district when the park was established October 26, 1974.

Ia8-KNRI Archeological Sites: By September 30, 2005, 100% of Knife River Indian Villages' 58 archaeological sites, listed on the National Park Service Archeological Sites Management Information System (ASMIS) as of 1997, are in good condition.

Good condition, as defined and adapted from the Resource Management Plan Guideline, indicates that the site is stable and its archeological values are well preserved. A site in good condition is not deteriorating from either natural processes, such as erosion, or human impacts, such as vandalism or looting.

Annual workload includes inspection of the sites to ascertain if there has been any degradation of the site. Park currently lacks the funding or technical expertise to correct existing deficiencies in documented sites and bring them into good condition or document any other known archeological sites. The existing National Register nomination for the sites focuses on archaeological features which have a period of significance of 5000 BC to 1845. The cultural landscape inventory for the parent landscape focuses on the beginning of Plains Village Period, 1000 AD and ends at the time the Knife River Villages were abandoned, 1845.

Workload is accomplished by park staff.

Mission Goal Ib: The National Park Service at Knife River Indian Villages NHS contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Knife River Indian Villages National Historic Site has fundamental information needs for making decisions about managing natural and cultural resources within the park, as well as making NPS contributions to scholarly and scientific research. To meet this goal, the park manager must routinely use scholarly and scientific research and consultation with park-associated communities to determine how a proposed action or activity would affect park resources. Long-term goals that focus on park physical research or resource documentary research, along with those that link research data to decision-making are supported by this mission goal.

Ib3-Vital Signs: By September 30, 2005, Knife River Indian Villages NHS has identified the vital signs for natural resource monitoring.

Park staff will seek funding to contract for services to achieve this goal. Current staff does not have the expertise to complete this goal in-house.

Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Knife River Indian Villages NHS

The mission goals and long-term goals in Goal Category II reflect the NPS Organic Act's mandate "to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." All NPS goals for visitor satisfaction, enjoyment, safety, appreciation, understanding, and educational programs are included here.

Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of Knife River Indian Villages NHS facilities, services, and appropriate recreational opportunities.

Long-term Goals Addressing Mission Goal IIa

IIa1-Visitor Satisfaction: By September 30, 2005, 95% of Knife River Indian Villages NHS visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

Park facilities and services include roads, trails, and water systems; interpretive walks and crime prevention. NPS visitor evaluations of park facilities, services, and recreational opportunities are important and useful in improving visitor services. This goal includes all effort spent in preserving, protecting, restoring, operating, maintaining, monitoring, or evaluating the park facilities that exist for the comfort and enjoyment of visitors, and all effort spent in providing programs and services directly to the visitors.

Visitor feedback about park facilities, services, and programs currently comes from visitor surveys (such as those conducted by the Visitor Services Project), and other techniques such as focus groups. These ask a systematic sample of visitors to evaluate specific aspects of their park visits with the results of visitor feedback methods used directly to monitor this goal. Visitors rating the quality of the facilities, services, and recreational opportunities as good and very good are defined as satisfied. First-year Visitor Service Card results have established a baseline for visitor satisfaction. The annual servicewide goal for visitor satisfaction is 95%.

Park efforts by the park maintenance division reported under this goal include daily routine and annual thorough cleaning of buildings and restrooms, plowing snow off of roadways, parking lots and sidewalks, shoveling snow off of walkways and stairs, grooming ten miles of cross-country ski trails. During summer, mowing visitor use areas, road shoulders and the picnic area as well as hiking paths; trimming trees, re-filling animal burrows and other holes with dirt, cleaning outdoor exhibits, making road repairs and fabricating and placing interpretive and safety related signs and exhibits are included when achieving this goal.

The park interpretive division provides information to park visitors to meet the visitor's basic informational, safety and interpretive needs. Information is also provided via telephone and mailings according to requests. School groups receive information at their schools and when they visit the park as an organized group. The interpretive staff researches, writes and prints brochures to assist park visitors and provides information about other sites in the area in response to visitor requests.

IIa2-Visitor Safety: By September 30, 2005, the visitor accident/incident rate at Knife River Indian Villages NHS is maintained at the zero accident level.

A visitor accident/incident is defined as an accidental event affecting a non-NPS employee that results in a serious injury or illness requiring medical treatment, or death, or property damage exceeding \$1000.

The purpose of this goal is to improve the safety and security of visitors. While visitor safety and security are affected by many things, this goal focuses on the park facilities and services provided to support them. They include grounds maintenance for security, health and sanitation systems, law enforcement, search and rescue, employee training, etc. This goal covers a variety of activities and efforts to provide the visitor safe and secure visit.

Analyses of Case Incident Report files identify the primary sources of accidents and where the greatest improvements in visitor safety can be made.

Workload is accomplished by park staff.

Mission Goal IIb: Knife River Indian Villages NHS visitors, and the general public, understand and appreciate the preservation of the park and its resources for this and future generations.

Visitors' park experiences grow from enjoying the park and its resources to understanding why the park exists and what is significant about its resources. Ultimately, the outcome of satisfactory visitor experiences is public support for preserving the country's heritage as contained in the parks. Long-term goals related to learning and understanding park and resource purpose and significance are related to this mission goal.

Long-term Goals Addressing Mission Goal IIb

IIb1-Visitor Understanding: By September 30, 2005, 95% of Knife River Indian Villages NHS visitors understand the significance of the park.

Information, orientation, interpretation, and education are park activities that help visitors discover the most significant meanings to them in the park, and make connections between tangible natural and cultural resources and the intangible values, which reside within them.

Using an annual statistical report, the park currently assesses the number of visitors participating in interpretive opportunities. A NPS baseline that will give a stronger indication of the percentage of visitors who actually learn and benefit from visitor services is being developed. A baseline indicator can be established through the visitor services studies currently on hand. Based on currently available information, best professional judgment developed the target of 60% understanding and appreciating.

All effort spent in providing information and orientation, interpretation, and education services are reported under this goal. These services include visitor center interpretive operations, interpretive talks and walks, historical demonstrations, education programs and exhibits, videos, and printed materials.

Performance is measured through the Visitor Survey Card process and since its inception, the park has received a 95% or higher visitor understanding rate.

The interpretive effort includes daily operation of the park visitor center, from 7:30 a.m.- 6 p.m. during the summer and 8 a.m.- 4:30 p.m. during the winter. During the "shoulder" seasons and in the summer, the earthlodge is open for visitors. During the summer, there are formal interpretive programs inside the reproduction Hidatsa earthlodge.

The interpretive staff plans and presents an annual Culture Festival each July. Native American artisans, demonstrators, and historians present programs. With a new chief of interpretation arriving FY00, there will be more opportunity to plan special events, additional interpretive programs, increase community outreach programs and school programs.

Category IV: Ensure Organizational Effectiveness at Knife River Indian Villages NHS

Mission Goal IVa: The National Park Service at Knife River Indian Villages NHS uses current management practices, systems, and technologies to accomplish its mission.

To become more responsive, efficient, and accountable, the park must integrate its planning, management, accounting, reporting, and other information resource systems. Integrating or interfacing these systems will provide better cross-communication during daily operations and help the park develop required annual performance plans in compliance with the Government Performance and Results Act. Modern electronic technology makes it possible to integrate or interface these systems among the park units, central offices, and program centers. Improvements in the areas of workforce diversity, employee safety, employee housing, and employee performance standards will help the park accomplish its mission. Long-term goals pertaining to organizational responsiveness, efficiency, and accountability are related to this mission goal.

Long-term Goals Addressing Mission Goal IVa

IVa3-Workforce Performance and Development: By September 30, 2005, all 9 (100%) of Knife River Indian Villages NHS permanent employee performance standards are linked to appropriate strategic and annual performance goals. (There will be seven permanents in FY00 and in the FY01 budget, two additional employees have been requested.)

Every park employee has a required performance plan and is rated annually on the achievement of its critical results. Such performance plans have been task statements emphasizing individual outputs rather than how the employee contributes to the overall park mission or organizational outcomes. This goal relates employee performance to the organization by directly tying individual performance goals to organizational outcomes. The National Park Service will first develop performance standards directly related to the NPS goals in this strategic plan for its senior executives, then expand the process to include performance standards for managers, supervisors, and to individual employees. Linking performance standards to appropriate performance goals will begin after publication of this strategic plan.

This goal will be measured annually by supervisors/managers certifying that performance plans are related to organizational goals set forth in the unit's strategic plan. Random sample reviews of individual performance plans will be conducted that assess the degree employees understand how their work contributes to the successful accomplishment of the organizational mission.

This workload is accomplished by park staff.

IVa4A-Underrepresented Groups in the Permanent Workforce: By September 30, 2005, the number of Knife River Indian Villages' 9 permanent positions in all occupational series filled by minorities and women, is increased from one employee in 1997 to two (a 50% increase).

IVa4-Individuals with Disabilities in the Permanent Workforce: By September 30, 2005, the number of Knife River Indian Villages' 9 permanent positions in all occupational series filled by person's with disabilities is increased from 0 in 1997 to 1 (a 50% increase).

IVa4D-Individuals with Disabilities in the Temporary and Seasonal Workforce: By September 30, 2005, the number of Knife River Indian Villages' six temporary and seasonal positions in all occupational series filled by person's with disabilities is increased from 0 in 1997 to 1 (a 50% increase).

IVa4B-Women and Minorities in the Temporary and Seasonal Workforce: By September 30, 2005, the number of Knife River Indian Villages' six seasonal and temporary positions in all

occupational series filled by minorities and women is increased from one in 1997 to two (a 50% increase).

Knife River Indian Villages National Historic Site workforce has not reached parity for all Equal Employment Opportunity groups in all occupations and grade levels with their percentage of representation in the civilian labor force for those same or similar occupations. In some occupations minorities and/or women are severely underrepresented or nonexistent. Knife River Indian Villages National Historic Site is committed to increasing diversity in its seasonal workforce and increased its area of recruitment and consideration for FY00.

As vacancies exist, Knife River Indian Villages National Historic Site will recruit and hire women, minorities, and individuals with disabilities in all occupational series and grade levels where they are underrepresented to achieve consistency with their percentage of representation in the civilian labor force.

IVa6A-Employee Safety Lost Time Injury Rate: By September 30, 2005, the employee lost time injury rate at Knife River Indian Villages NHS is maintained at its FY1992-FY1996 annual average of 0 (zero) per 100 FTE.

Nationwide, the National Park Service has a poor safety record. Each year, the National Park Service temporarily loses approximately 6% of its employees due to work-related injuries and illnesses that take them off the job for more than one day (the lost time injury rate). The Occupational Safety and Health Administration's FY 1995 annual average for federal employee accidents (number of lost-time accidents per 100 employees) was 2.83. The National Park Service's annual average for the same period was 6.46. Unsafe work practices account for approximately 90% of NPS employee accidents.

When the new superintendent attended her first regional conference in October, 1998, the park received an award for not having any lost-time injuries for the previous five years. The chief of maintenance, also the park's safety officer, credits this to consistent safety messages and training on equipment each spring for the seasonal employees.

This workload is accomplished by park staff.

IVa6B-Employee Safety Continuation of Pay Hours: By September 30, 2005, the cost of Continuation of Pay for employees off work due to lost time injuries at Knife River Indian Villages NHS is maintained at the FY92-FY96 annual average of \$00.

Mission Goal IVb: The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations and individuals.

Knife River Indian Villages National Historic Site will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include non-government organizations such as friends groups, foundations, cooperating associations, and concessionaires, as well as federal, state, and local government organizations which already assist NPS managerial ability through partnerships and cooperative agreements. Long-term goals that deal with park management strategies and funding sources carried out in cooperation with other government and non-government organizations and private donors relate to this mission goal.

Long-term Goals Addressing Mission Goal IVb

IVb1-Volunteers: By September 30, 2005, the number of volunteer hours donated to Knife River Indian Villages NHS is increased from 636 in 1997 to 2000 (32% increase).

Park volunteers provide diverse kinds of assistance from maintenance and interpretation to administration and collection management. The National Park Service Volunteers in Parks (VIP) program, authorized in 1970, allows the National Park Service to accept and use voluntary help in ways mutually beneficial to the parks and the volunteers. Government downsizing increased the demand for additional volunteers and funding.

Knife River Indian Villages has a small volunteer program but would like to increase. Typically, a student “intern” and an SCA (Student Conservation Association) assist with the visitor center and inside the earthlodge.

This workload is accomplished by park staff..

IVb2B-Friends Groups and Other Organizations: By September 30, 2005, the cash value of donations and grants to Knife River Indian Villages NHS from Knife River Indian Heritage Foundation and other non-profit organization(s) is increased from \$00 in 1997 to \$5,000 (a 50% increase).

Private sector support for the National Park Service has a long and proud history. These generous donations of land, funding, and other support bring new parks into the system, offer help in times of disaster, and provide the means to accomplish thousands of priority projects and programs.

Knife River Indian Villages Heritage Foundation has revitalized itself during FY00 after a decade of dormancy. Surging interest in the upcoming Lewis and Clark Bicentennial Commemoration and new members in the community have contributed to the revival.

The park staff, primarily the superintendent, meets regularly with the Heritage Foundation to discuss park needs, priorities and strategies to accomplish the desired outcomes.

IVb2C-Cooperating Associations: By September 30, 2005, the cash value of donations to Knife River Indian Villages NHS from Theodore Roosevelt Nature and History Association is increased from \$1,227 in 1997 to \$1,500 (a 20% increase).

-23-

National Park Service partnerships date from 1920 with the first cooperating association in Yosemite. Partnerships with cooperating associations that sell books and other educational materials in parks, friends groups, National Park Foundation, service organizations, universities, corporations, and individuals benefit the parks. With cooperating associations, the increase of 10% over the baseline figure of \$16 million (1997) on a national level will produce increased park services and projects in interpretation, education, and research.

Knife River Indian Villages National Historic Site has a partnership with the TRNHA for sales of interpretive literature and materials. The “Association” has an active board, which assists the park staff in assuring a quality offering of books, educational materials and living history goods to serve the visitor. The “Association” also provided funding to support the park’s Culture Festival.

The park staff meets regularly with the “Association” board to discuss book titles, sales, and other subjects pertinent to the effort of providing interpretive information to the public.

III. HOW GOALS WILL BE ACCOMPLISHED

Knife River Indian Villages NHS long-term goals will be accomplished in five annual increments detailed each year in an Annual Performance Plan. The Annual Performance Plan will contain annual goal increments of the long-term goals. It will also contain a work plan for each annual goal, which will lay out the activities and products, along with their personnel and fiscal costs that will be carried out to achieve the annual goal.

Following the overview below, multi-year summary forms in Appendix A illustrate how annual goals and work efforts will accomplish each long-term goal.

Current human and fiscal resources available to achieve the park's goals and carry out its mission include an annual base operating budget of approximately \$473,000 (in 2000 dollars), a permanent work force of approximately 7 permanent positions and 5 seasonal positions. This work force is supplemented by an estimated 1000 hours of Volunteers-in-Parks service. See Appendix B for organization chart.

Achieving and/or exceeding performance targets in annual and long-term goals is sometimes dependent on the availability of special project funds and assistance from Regional Support Offices, Midwest Archeological Center, and other National Park Service support organizations, as well as partners and cooperators. One such partner is the Theodore Roosevelt Nature and History Association, which sells interpretive literature in the park visitor center and donates the proceeds back to support park educational and resource management goals.

During FY00, the park staff has reorganized from three operating divisions into four: Interpretation, Resource Management and Visitor Protection, Maintenance, and Administration. Staff expertise includes three permanent park rangers (chief of interpretation, interpretive specialist, law enforcement/resource management), two full-time maintenance employees (Facility Manager and Maintenance Worker), and an administrative assistant and superintendent. There are three seasonal (temporary) park rangers in interpretation, and three seasonal maintenance workers.

Park infrastructure for accomplishing goals includes the main park headquarters and visitor center with exhibits, AV program, and interpretive literature sales; two miles north is the central maintenance facility, whose location helps protect the Big Hidatsa Village.

The Theodore Roosevelt Nature and History Association is a Cooperating Association. The Association supports the park by providing interpretive resources to visitors. The Association is a non-profit organization and sells books, replica trade good items, postcards etc, for the benefit of the public. Profits from the Association are returned to the interpretive operation at the park.

In addition to the following five-year charts, please see the explanatory paragraphs following each goal in the "Long-term Goals" section for more information and/or detail on how goals will be accomplished.

Multi-Year Worksheet for Long-term Goals

See Appendix A for the park's Multi-year Worksheets for Stacking Annual Performance Plan Elements to Achieve a Long-term Goal.

IV. KEY EXTERNAL FACTORS

While park management and staff can plan, manage, and largely control much of what occurs in the park, other things they can only influence, especially things external to park boundaries. Some things, such as natural events, they have no control over whatsoever. In developing Knife River Indian Villages NHS *Strategic Plan* and its long-term goals, it was important to take into consideration key external factors that could negatively or positively affect goal outcomes. A few of the most important or most likely are identified briefly below. This is by no means an exhaustive list but simply those that are most likely to influence outcomes as viewed at the time of writing the plan.

Weather: The park's prescribed fire program is dependent on favorable weather during the spring and fall. Annual precipitation will have a significant effect on Park facilities are also susceptible to storms which will impact our ability to maintain them in good condition.

V. PROGRAM EVALUATION METHODOLOGY AND SCHEDULE FOR FUTURE EVALUATIONS

The following sequence of events led to the development of this plan:

In 1995, the park conducted a Management Assessment Process. A group of park employees from Knife River Indian Villages, Theodore Roosevelt National Park, the Rocky Mountain Regional Office and interested community stakeholders participated. Through this effort a review of the park legislation, past history, the current situation was conducted.

An agreement was achieved on the Significance of the park, and a Summary of Management Objectives. Following this process, the Park Mission Statement was developed.

Park staff attended the NPS GPRA training as a management team and became the park GPRA planning team. Though this original team is no longer at the park, the successive park superintendent continues to serve as the park GPRA Coordinator to facilitate planning team efforts, to maintain liaison with Regional GPRA Coordinator, and to write final plan drafts. The GPRA planning team, applied NPS Eight-Step Implementation Process to park GPRA planning including:

- Reviewed existing planning documents, particularly the most recent and used. Reviewed current internal and external situation.
- Consulted with previously identified stakeholders and other interested and affected parties.
- As a management team determined the most important needs and developed five-year, long-term outcome goals to accomplish mission and mission goals.
- Reviewed current status of resources and visitor services, current fiscal and human resources, current and potential external factors, to do a reality check on whether long-term goals and performance targets were realistic, and adjusted as necessary.
- Laid each long-term goal out in five annual increments to determine necessary annual outcomes, funding and staffing needed to reach five year performance target.
- Developed and wrote the final plan. Superintendent and staff reviewed final draft. Superintendent approved the plan. Submitted copies to NPS Office of Strategic Planning, and the NPS Midwest Regional Office.

Future Evaluation: The plan will be reviewed annually and potential minor adjustments made based on annual performance achievement the prior year. The plan will certainly be reviewed and revised at least every three years as required by GPRA. It will likely be revised earlier or more frequently than that in its first iteration, however, probably during fiscal year 2002 or 2003.

All reviews and revisions will follow the same pattern as outlined above. As the performance management process is better understood and becomes more routine, as thinking in performance management terms becomes the norm, GPRA strategic planning will become easier and better, and fewer reviews and revisions should be necessary.

VI. CONSULTATION

GPRA requires that Congress, OMB, and other interested and affected parties be consulted in the development of Strategic Plans. Congress and OMB, as well as the Department of the Interior, were extensively consulted in the development of the NPS servicewide plan. In the development of Knife River Indian Villages NHS local *Strategic Plan*, the park stakeholders, identified in the Management Assessment Process were consulted at various stages of development as indicated.

VII. STRATEGIC PLAN PREPARERS

The following park staff members were intimately and extensively involved in preparing this strategic plan:

Park Staff:

Lisa Eckert	Superintendent, Knife River Indian Villages National Historic Site
Patrice Tunge	Administrative Assistant, Knife River Indian Villages National Historic Site
Dorothy Cook	Interpretive Specialist, Knife River Indian Villages National Historic Site
Mike Donovan	Facility Manager, Knife River Indian Villages National Historic Site
Rod Skalsky	Maintenance Worker, Knife River Indian Villages National Historic Site
Noel Poe	Superintendent, Theodore Roosevelt National Park
Andy Banta	Superintendent, Fort Union Trading Post National Historic Site

APPENDIX A

Multi-Year Worksheet for Stacking Annual Performance Plan Elements to Achieve a Long-term Goal

Organization Chart